BC Games Society
2006/07 – 2008/09 Service Plan

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Message From the Co-Chairs

BC Winter and BC Summer Games

Opportunities for Athletes and Volunteers

Athletes and volunteers remain the focus of the BC Games Society as we go forward into the next three years. With much of the attention of the provincial sport system on the long term organizational health of the Provincial Sport Organizations, the BC Winter and BC Summer Games are benefiting from that investment as sports now have additional capacity to better plan on the recruitment, training and development of their young athletes and coaches as it pertains to these multisport experiences.

Critical to the success of any BC Games is the dedicated volunteer, and the society continues to develop its software to their collective benefit. Perhaps it is the volunteer registering their athletes on-line, or maybe the host community resident who gets their tasks and timelines from our on-line *Guidelines for the Host Community*, it is our goal to make access easy, efficient, and effective.

As Canada looks forward to hosting the world in 2010, the BC Games Society continues to provide opportunity for winter sports associated with the Winter Olympic and Paralympic Games. The inclusion of athletes with a disability in alpine skiing, curling, and cross country skiing gives them added coaching and event experience in their quest to represent their country in Whistler. Winter Games sports like biathlon, hockey and speed skating also compete on the BC Games stage benefiting from system-wide investments in coaching, sport science and the valuable lessons learned in this multi-sport festival.

As athletes look to the podiums of 2010, so too do volunteers as they enhance their skills and showcase their community spirit by involving themselves in the BC Games. Working with 2010 Legacies Now and their Vol Web project, the BC Games Society again is modelling the way by providing added opportunities for our volunteers to benefit from specific training, new skills development and gained confidence. As they plan their Games specific functions through our on-line resources, Vol Web provides the additional education that may aid them in their quest to wear a Vancouver volunteer uniform.

This next three-year cycle is important to the BC Games Society as we continue to provide services to our five multi-sport Games and support the work of four provincial boards. Governance will continue to be a focal point as we look for ways to streamline the BC Family of Games to the benefit of many, and limited impact to a very few. Financial sustainability, community saturation, and volunteer fatigue continue to be on the radar of the Board of the BC Games Society with decisions how the Family might look being realized through discussions based on the collective betterment of the Games, their participants and the volunteers.

This 2006 - 2009 Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions, and identified risks, as of December 15, 2005, have been considered in preparing this plan. We are accountable for ensuring the BC Games Society achieves its specific objectives identified herein and for measuring and reporting actual performance. The performance targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment and past performance.

Respectfully submitted,

Tony Fiala

Tony Fiala, Co-Chair
BC Games Society

W. Ladner-Beaudry

Wendy Ladner-Beaudry, Co-Chair
BC Games Society

Overview

The purpose of the BC Games Society is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport and sporting activities, individual achievement, and community development.

Established in 1977 by the provincial government under the *Societies Act*, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement, and community pride. As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister in 1994.

The BC Games Society has been staging the BC Winter and BC Summer Games since our inception. The BC Games Society provides opportunities at BC Summer and BC Winter Games for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport, individual achievement, and community development. In 1994, our scope was broadened with the addition of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games. To these three Partner Games, we provide event management, and volunteer and financial resources.

The BC Games Society operations are located at 200 – 990 Fort Street, Victoria, BC.

Mandate

The BC Games Society was established in 1977 by the provincial government to promote community and sport development across BC.

Governance

The BC Games Society is responsible to the Minister of Tourism, Sport, and the Arts through the Board of Directors. A fifteen-member community-based Board of Directors appointed by Ministerial letter is responsible for providing direction through the policies and corporate goals. The Board of Directors appoints a President and Chief Executive Officer to mange the implementation of the policies and goals. The Directors' activities and responsibilities are governed by British Columbia's Guidelines for Conduct of Government Appointees to BC Agencies, Boards and Commissions. Included in those guiding principles are:

- Accountability and Performance
- Openness, Trust and Transparency
- Stewardship, Leadership and Effectiveness
- Clarity of Roles and Responsibilities
- Service and Corporate Citizenship
- Value, Innovation and Improvement

Board members include:

- Tony Fiala, Co-Chair, Williams Lake, Finance Committee
- Wendy Ladner-Beaudry, Co-Chair, Vancouver
- Gary Young, North Vancouver, Chair, Marketing and Communications Committee
- Rod Cox, Terrace, Chair, Finance Committee
- Marni Abbott, Vancouver, Sport Committee
- Bruce Johnson, Penticton, Finance Committee
- Bob Irwin, Northern BC Winter Games Society Representative, Kitimat, Sport Committee
- Linda Palm, BC Disability Sports Representative, Sport Committee, Chilliwack
- Scott Braley, 2010 LegaciesNow Representative, Vancouver
- George Kawaguchi, Burnaby, Sport Committee
- Frank Lento, Fernie, Chair, Sport Committee
- Elsa McIntee, BC Seniors Games Society Representative, Richmond
- Sharon White, Provincial Government, Victoria, Finance and Marketing and Communications Committees
- Jennifer Williams, Duncan
- Kimberly Gilhooly, Vernon, Marketing and Communications and Sport Committees

Past Co-Chairs

- Joan Hess, West Vancouver
- Marion Lay, Vancouver
- John Furlong, Richmond
- Ron Austen, Duncan

Planning Context and Risks

As an agency within the provincial sport system, we are closely associated with three principal groups:

Provincial Sport Organizations – these agencies, through a Memorandum of Understanding with the BC Games Society, provide technical expertise on their sport, recruit and train coaches and officials and provide recruitment, development and qualifying opportunities for their athletes

Partner Boards of the BC Family of Games include the Northern BC Winter Games Society, BC Disability Sports, and the BC Seniors Games Society. Each are volunteer driven, and are responsible for the policies and procedures of their respective BC Games. Through an Agreement for Financial Assistance, the BC Games Society provides financial and event support to their Host Communities. BC Games Society also manages their insurance needs and provides policy direction

Host Communities are cities within the province who have been successful in their request to host any one of the five BC Games. Their municipal support is critical to the successful hosting of the BC Games

This table identifies the key risks and plans for mitigation as determined by the Board of Directors of the BC Games, recognizing our three partners in the overall delivery of BC Games.

Risks	Plans for Mitigation
The BC Games Society relies on the third party recruitment and development of athletes by Provincial Sport Organizations who attend the BC Summer and BC Winter Games. This recruitment, and the training of coaches and officials is the responsibility of the respective Provincial Sport Organizations.	Through consistent dialogue and written agreements with each of the sports, we work to ensure the policies and practices associated with Games participation are carried out, both by the sport and by BC Games staff and volunteers.
Responsibility for the policies and procedures of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. BC Games Society is responsible for the technical delivery of these Games but holds no authority on their make up.	The BC Games Society holds positions for a representative from each of the Partner Games for the purposes of information sharing, policy development and overall communications. Through a written Agreement for Financial Assistance with each Partner Board, deliverables are determined and subsequently measured through open discussion.
In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be achieved. In year 1 of this plan, BC Disability Games will not be held due to a lack of hosting city.	The BC Games Society continues to market the opportunities associated with hosting the BC Games to all BC communities, regardless of size. By communicating with Mayors and Recreation Directors at their respective conferences, the *good news* of the BC Games is consistently told.

Mission, Vision and Values

Mission

Through partnerships, the BC Games Society is committed to providing event management leadership in the creation of development opportunities for individuals, sport organizations, and host communities.

Vision

Entrepreneurial approaches, mutual accountability, and transparency in all our partnerships are standard methods of operation.

The economic and social benefits to communities in hosting the Games produces quality bids and experiences from a variety of host communities.

BC athletes, coaches, and officials in national and international competition will benefit from the experience of a BC Games.

Public and private sectors value and support the BC Games.

Host Communities, athletes, coaches, managers, officials, and volunteers remember the BC Games as a best ever multi-sport experience.

The BC Games are a vehicle for community legacies, trained coaches, new sport clubs, facility improvements, community pride and spirit, and skilled event management volunteers in each host community.

BC Games Society Board represents an effective, ethical, and responsible model in leadership and governance.

Values

Partnerships and collaboration are the foundation of our working relationships where appreciation and understanding of all partners' perspectives are actively sought.

We have an organizational climate of mutual trust and support between Board and Staff, where roles and responsibilities are clarified, policies are followed and contributions of the team and individuals are honoured.

Our dynamic approaches continually redefine and determine the most efficient and effective method of delivering event management services and programs.

Commitment to social issues affecting all British Columbians around health and wellness, personal and community development, equity, access and inclusiveness is demonstrated.

Investment in our human resources is critical to our long-term success and we strive to offer personal/professional development opportunities to Board, Staff, and Volunteers.

Alignment with Government's Strategic Plan

The BC Games Society Supports Government's Priorities

- To make BC the best educated, most literate jurisdiction on the continent
- To lead the way in North America in healthy living and physical fitness
- To build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors
- To lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none
- To create more jobs per capita than anywhere else in Canada

BC Games provides leadership in three of these priorities:

To make BC the best educated, most literate jurisdiction on the continent

Our continuing commitment to the provision of quality written resources for the training and education of volunteers continues. Our *Guidelines for the Host Community* are now on-line, making them more accessible to more volunteers. Partnering with 2010 Legacies Now and their Vol Web project, will provide even greater resources to volunteers allowing them to expand their knowledge base, giving them added skills, greater knowledge and gained confidence.

To lead the way in North America in healthy living and physical fitness

The purpose of the BC Winter and BC Summer Games is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event. BC Games Society promotes interest and participation in sport and sporting activities, individual achievement and community development.

To build the best system of support in Canada for persons with disabilities, special needs, children at risk and seniors

Integration of athletes with a disability has been a way of doing business since our inception. Recently, we have expanded our opportunities for these athletes by including additional Paralympic sports in our BC Winter Games; our event management partnerships with the BC Seniors Games and BC Disability Games means additional financial resources and professional staff provide for positive experiences for athletes from both constituencies.

Goals, Objectives, Strategies, Measures and Targets

When establishing goals for the BC Games Society, it was imperative to look at our core business function, which is the delivery of the BC Winter and BC Summer Games. These BC Games must be done in partnership with the provincial government and the corporate sector, as they are our primary funding sources. Our goals reflect our priorities to volunteer support and the requirement to supplement our provincial grant through corporate collaboration. Our goals, strategies, performance measures and targets have been revised from the previous service plan in order to focus on key aspects of performance.

During the term of this Service Plan, the primary goals of the BC Games Society shall be:

Goal 1 – Effective Management of BC Winter Games, BC Summer Games and Partner Games

Goal and Objectives

In partnership with the Kamloops 2006 BC Summer Games Society, the Kimberley/Cranbrook 2008 BC Winter Games Society and the Kelowna 2008 BC Summer Games Society, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.

Working with the Parent and local Boards of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.

Key Strategies

Provide concise written and online materials to support the volunteers in creating a quality BC Games

Promote Provincial Sport Organizations use of the BC Winter and Summer Games through Memorandums of Understanding as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province

Performance[1] Measures		Targets			
	04 / 05 Actuals	05 / 06 Forecast Trail 2006 BC Winter Games	Year 1 Kamloops 2006 BC Summer Games	Year 2 Kimberley / Cranbrook 2008 BC Winter Games	Year 3 Kelowna 2008 BC Summer Games
Volunteers use and value on-line tasks, samples and protocols to effectively manage their Games	On – line guidelines were being developed and tested during this period	Initial survey results of Greater Trail 2006 BC Winter Games volunteers indicates a 73%[2] approval for the quality of materials provided	Surveys of Kamloops and future volunteers expected to meet or exceed baseline results as guidelines become more refined Year 1 – 75% satisfaction Year 2 – 80% satisfaction Year 3 – 80% satisfaction		

[1] Measures and targets for Partner Games not included as tracking of these figures is not a requirement of the Partner Boards

[2] Zoomerang survey conducted by BC Games Society of Greater Trail volunteers (May 2005)

Performance Measures		Targets			
	04 / 05 Actuals	05 / 06 Forecast Trail 2006 BC Winter Games	Year 1 Kamloops 2006 BC Summer Games	Year 2 Kimberley / Cranbrook 2008 BC Winter Games	Year 3 Kelowna 2008 BC Summer Games
Coaches attending the BC Winter Games and BC Summer Games are certified at the required level II.	70%[3] of coaches attending the Abbotsford Games were certified to BC Games standards	70% of attending coaches at the Trail Games will be certified	70% of attending coaches at the Kamloops Games will be certified	80% of attending coaches at the Kimberley/ Cranbrook Games will be certified	80% of attending coaches at the Kelowna Games will be certified
Athletes and coaches in the BC Winter and BC Summer Games move on to higher levels of competition including the Canada Games	Surveys involving BC Games athletes at Canada Games had not yet begun	41% (144) athletes and 75% (40) of the coaches attending the Regina 2005 Canada Games were BC Games alumni (52.5% of entire team)[4]	It is expected future surveys will show increases to the baseline based upon adherence to the BC Games core sport program[5] No Canada Games in Year 1 Year 2 expect 60% of the Canada Winter Games team to have had a BC Games experience No Canada Games in Year 3		
Legacies in each of the three years include new sport club development, hundreds of trained volunteers, equipment and facility upgrades	Abbotsford Games trained 3639 volunteers while directly investing $31,500 in sport during the Games. Post Games legacy for future investment and opportunity is $174,394[6]	Greater Trail Games will require 2200 volunteers, invest $50,000 directly into sport while realizing a $65,000 legacy	Kamloops Games will invest $80,000 of cash and in-kind into sport while dispersing an additional $75,000 in legacy grants Recruited volunteers expected to be 3500	Kimberley/ Cranbrook Games will invest $80,000 of cash and in-kind into sport while dispersing an additional $65,000 in legacy grants Recruited volunteers expected to be 2300	Kelowna Games will invest $80,000 of cash and in-kind into sport while dispersing an additional $75,000 in legacy grants Recruited volunteers expected to be 3500

[3] statistics provided by participating Provincial Sport Organizations
[4] statistics provided by the Team BC program (Sport Division / Ministry of Tourism, Sport and the Arts)
[5] Core Sport Program identifies how sport can access opportunities at BC Winter and BC Summer Games (more info @ www.bcgames.org)
[6] financials from audited statements / volunteer figures from BC Games enabling software

Goal 2 – Entrepreneurial Activities to support financial sustainability and program enhancement

Goal and Objectives

To ensure financial sustainability and enhancement of BC Games through entrepreneurial activity by increasing the level of non–governmental fiscal support to the benefit of the BC Summer and BC Winter Games.

Key Strategies

Establish new and maintain existing corporate partners through a thorough delivery on our contractual obligations

Provide supportive documentation and event management to Host Communities to recruit and develop local cash and value-in-kind support

Performance[1] Measures			**Targets[7]**		
	04 / 05 Actuals	**05 / 06 Forecast Trail 2006 BC Winter Games**	**Year 1 Kamloops 2006 BC Summer Games**	**Year 2 Kimberley / Cranbrook 2008 BC Winter Games**	**Year 3 Kelowna 2008 BC Summer Games**
As corporate partners, Air Canada Jazz, Global Television – BC and Telus provide cash and in-kind services to offset budgeted expenditures	AC Jazz provided $110,000 value through charter discounts and staff travel	AC Jazz provides $110,000 value through charter discounts and staff travel	AC Jazz provides $110,000 value through charter discounts and staff travel	Contract renegotiation with Air Canada Jazz beginning April 1, 2007 – anticipating a 2 year renewal	AC Jazz provides $110,000 value through charter discounts and staff travel
	Global TV provided $80,000 in-kind value	Global TV provides $80,000 in-kind value	Contract negotiation with Global begins April 1, 2006 – expected to extend until 2011	Global TV provides $80,000 in-kind value	Global TV provides $80,000 in-kind value
	Telus negotiations were underway – no contract signed	Telus provides $85,000 cash and in-kind value	Telus provides $85,000 cash and in-kind value	Telus provides $85,000 cash and in-kind value	Contract renegotiation with Telus begins April 1, 2008 – anticipating a 3 year renewal
			BC Games Society adds one new partner – value $70,000	New partner enters 2nd year of agreement	New partner enters 3rd year of agreement

[7] values received from Corporate Partners detailed in respective contracts with BC Games Society

				BC Games Society adds second new partner – value $70,000	New partner enters 2nd year of agreement
Host Community budgets are supported by local government and business through cash and in-kind contributions	Port Alberni received $307,500 in cash and value-in-kind[8]	Abbotsford received $986,000 in cash and value-in-kind[7]	Kamloops receives $40,000 cash and $ 500,000 value in-kind for its BC Summer Games[9]	Kimberley/Cranbrook receives $40,000 cash and $ 300,000 value in-kind for their BC Winter Games	Kelowna receives $60,000 cash and $ 500,000 value in-kind for its BC Summer Games

[8] values for Port Alberni and Abbotsford based on host community audit and Friends of the Games reporting

[9] values taken from bid documents (cash) and past Games' examples (value-in-kind)

Budget 2006-2009

06/07 Budget based on figures approved Jan 30,2006

Summary Financial Outlook
2006/07 - 2008/09

Figures in 000's	2004/05 Actual	2005/06 Forecast	2006/07 Budget	2007/08 Forecast	2008/09 Forecast
Total Revenue	**2,153**	**2,275**	**2,454**	**2,592**	**2,564**
2010 LegaciesNow Grant[10]	1,987	2,027	2,137	2,177	2,177
Other Revenues[11]	166	248	317	415	387
Total Expenses	**2,211**	**2,339**	**2,437**	**2,591**	**2,510**
Grants	749	704	785	755	785
Games Operations	442	555	539	765	570
Overhead	1,020	1,080	1,113	1,071	1,155
Operating Income (Loss)	**(58)**	**(64)**	**17**	**1**	**54**
Net Income (loss)	**(58)**	**(64)**	**17**	**1**	**54**
Operating and Capital Surplus B/F	954	896	832	849	850
Operating and Capital Surplus C/F	**896**	**832**	**849**	**850**	**904**
FTEs	**9**	**9**	**9**	**9**	**9**
Capital Expenditures[12]	**29**	**45**	**39**	**24**	**24**

Key Assumptions	Forecast Risks and Sensitivities
During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage:[13] • Kamloops 2006 BC Summer Games • Abbotsford 2006 BC Seniors Games • Fort St. John 2007 Northern BC Winter Games • Powell River 2007 BC Disability Games • Nanaimo 2007 BC Seniors Games • 2008 Northern BC Winter Games[14] • Kimberley / Cranbrook 2008 BC Winter Games • Maple Ridge 2008 BC Disability Games • Kelowna 2008 BC Summer Games • Prince George 2008 BC Seniors Games • 2009 Northern BC Winter Games[14]	• BC Games Society has not been advised that its mandate to provide event management services to the five provincial multi-sport games is changing • BC Games Society is reviewing the frequency and structures of all five multi-sport Games to ensure maximum benefit to athletes and communities and ensure sustainability of each individual Games. Changes may affect financial forecasts in 2007/2008 • External travel in 06/07 & 08/09 reflects projected increases based on 3rd party estimates[15]

[10] As of April 1, 2004 Society's grant is delivered through an Agreement for Financial Assistance with the 2010 Legacies Now Society
[11] Fluctuations in self generated revenue due to athletes' fees (more athletes in summer games than winter games)
[12] systems / software development
[13] BC Disability Games was unable to secure a host for the 2006 BC Disability Games
[14] Winning communities expected to be announced in June 2006

[15] Society policy is to fly participants should they reside 800 km or more from the host city. The balance of participants are provided charter bus travel